

*in response to the
attached.*

20 October 1978

Input to NFAC Contribution for DCI's Annual Report

Part II

Quality of Analysis and Policy Support

NFAC's Long-Range Development Program

1. The Director, NFAC, on 1 May 1978, assigned two experienced intelligence officers to examine and make recommendations about what kind and quality of capability NFAC should develop over the next several years. This two-man team has accomplished an inventory of the professional persons and skills now present in NFAC. The resulting base of knowledge has been recorded in and is being analyzed through a computer program file. It is, for example, providing specific data of value to D/NFAC concerning the distribution of professional manpower resources by functions and geographic assignments. This and much more data being collected by the team is being used to seek out and assess changes which might strengthen the NFAC capability. By December 1978, the team plans to present to D/NFAC a set of recommendations concerning the recruitment and career development of professional analysts, researchers and managers—qualifications and standards required of them, incentives offered to them, and programs of training, educational experience and learning assignments provided to them. At the same time, the team is beginning to examine leadership and organizational

aspects of NFAC, providing some interim advice and suggestions to D/NFAC to be followed by studied recommendations early in 1979. Beyond that point the D/NFAC and the team have not yet selected the next phase of their efforts.

2. From data analyzed in this early phase of NFAC's long-range development program, it is apparent that the Center's analytical and research resources and capabilities concerning certain geographic areas and some functions are uncomfortably thin. D/NFAC, with the relevant managers and the development team, is assessing these areas and functions and what may be required in the way of strengthening.

3. Also in this early phase, more evidence has been developed confirming information that short-deadline intelligence production and responses dominate the use of analytical resources in some key areas of NFAC to the disadvantage of needed and studied analytical work and supporting research. D/NFAC is giving attention to developing an appropriate balance of efforts in this area of concern.